

Healthcare Collaborative Impact Report



New Leadership, Renewed Vision:

The Next Chapter of the Healthcare Collaborative

The Healthcare Collaborative relaunched this year with renewed energy and leadership under its new Chairpersons, Dan Neal, Vice President of Team Member Experience for the University of Maryland Medical System, and Nicole Olivier, Director of Operations, Hospital Based Medicine at John Hopkins Medicine, whose expertise and commitment to the industry are helping to guide this next phase of strategic growth and partnership.

Following an extremely successful Healthcare Roundtable on October 29th, participating businesses unanimously agreed to reconvene on a regular basis, formally reestablishing the Healthcare Collaborative. This renewed partnership reflects a shared recognition that sustained collaboration is essential to addressing workforce challenges and building long-term talent solutions across the sector.

This year, the Collaborative's primary focus is the development of clearly defined career pathways for both clinical and non-clinical roles. While healthcare offers expansive opportunities for employment, employees and job seekers often lack understanding of advancement options. By mapping transparent and attainable pathways, we aim to improve retention, strengthen internal mobility, and ensure healthcare professionals can build lasting careers within the industry.

As healthcare continues to drive job growth nationwide, the Collaborative is also focused on building a strong pipeline of qualified candidates through strategies such as Registered Apprenticeship and other work-based learning models. These efforts will expand opportunities for individuals to enter and advance in healthcare while helping employers meet critical workforce needs.

Introducing the New Healthcare Collaborative Chairpersons



Dan Neal serves as Vice President of Team Member Experience for the University of Maryland Medical System (UMMS), where he provides strategic leadership focused on strengthening employee engagement, advancing organizational culture, and supporting team members across one of Maryland's largest and most complex health systems, including the University of Maryland Medical Center. With extensive experience in human resources strategy and technology within mission-driven environments, Dan is committed to fostering inclusive, supportive workplaces where team members feel valued and empowered to deliver exceptional patient care. He recently joined the Anne Arundel Local Workforce Development Board and serves as Co-Chair of the Healthcare Collaborative, further demonstrating his dedication to building strong workforce pipelines and advancing regional healthcare talent initiatives.



Nicole Oliver is a seasoned healthcare operations leader currently serving as Director of Operations, Hospital Based Medicine at Johns Hopkins Medicine, where she oversees the strategic and operational functions that support high-quality patient care within complex clinical environments. With a strong background in healthcare administration and operations management, Nicole brings deep expertise in driving organizational efficiency, enhancing patient and team member experiences, and leading cross-functional improvement initiatives. She is also a member of the Anne Arundel Local Workforce Development Board and serves as Co-Chair of the Healthcare Collaborative, reflecting her commitment to strengthening regional healthcare talent pipelines and fostering collaborative workforce solutions in the community.

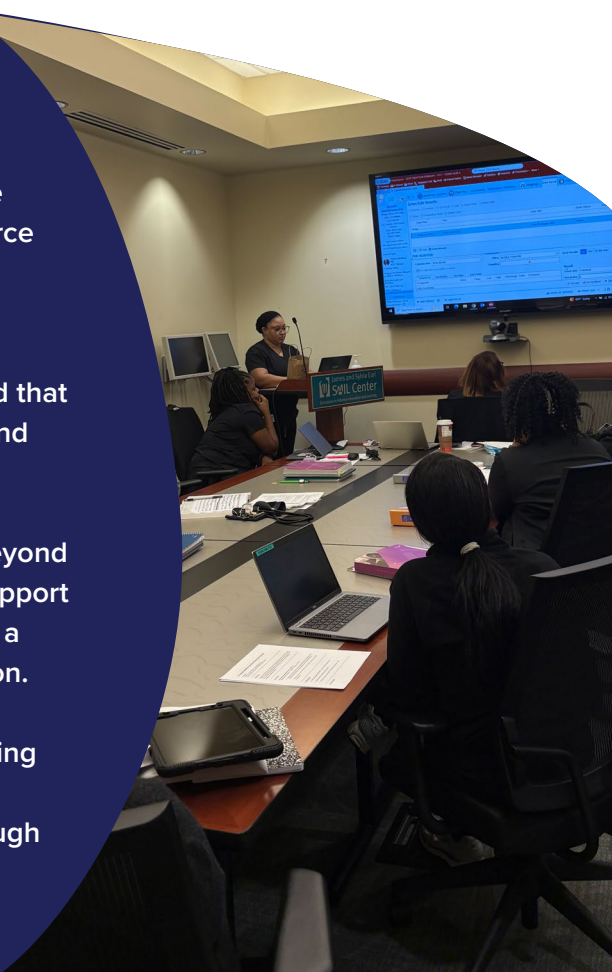
Healthcare Industry Roundtable Highlights

The October Healthcare Industry Roundtable brought together 19 participants, including healthcare employers, partners, and staff from Anne Arundel Workforce Development Corporation (AAWDC), to discuss workforce priorities and opportunities for collaboration.

Employers emphasized a strong need for enhanced job readiness and soft skills training for both new hires and incumbent workers. The group agreed that AAWDC should explore integrating the Workplace Excellence curriculum and consider a short pre-cohort boot camp focused on job readiness.

Another key theme was the importance of highlighting career pathways beyond the traditional RN track to include both clinical and non-clinical roles. To support this goal, AAWDC's Healthcare Talent Consultant will lead efforts to create a healthcare pathways tool to improve employee understanding and retention.

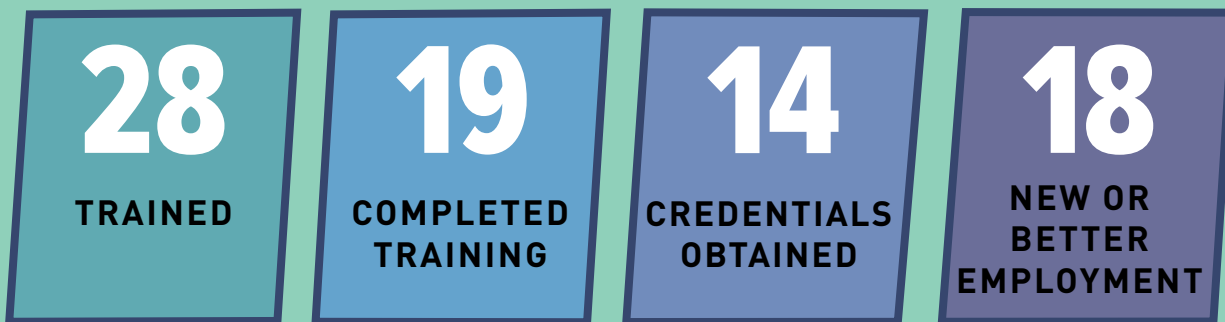
Participants also shared positive feedback about existing programs, including recognition of the CCMA program at Luminis and the growing number of externship opportunities. The group agreed to continue collaborating through quarterly meetings to develop actionable solutions that strengthen the healthcare workforce pipeline.



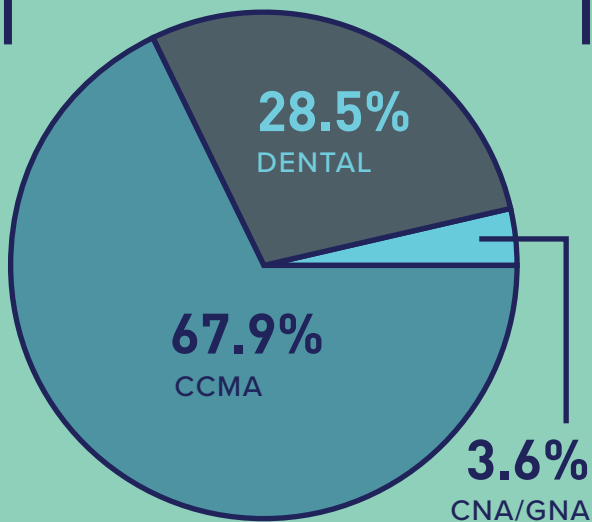
Recruiting



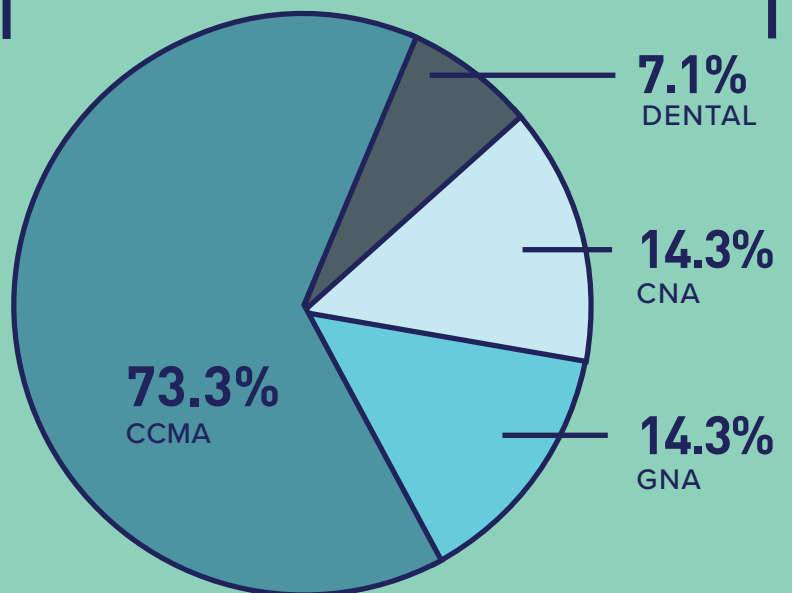
Training (by Occupation)



BREAKDOWN BY TRAINING



CREDENTIALS OBTAINED

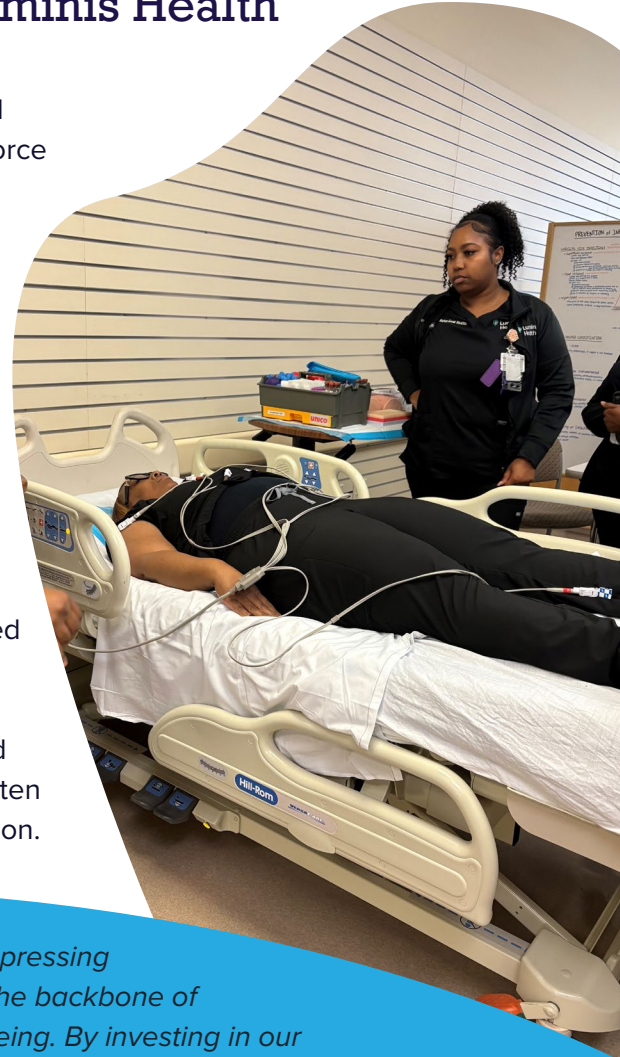


Responding to Healthcare Workforce Demand: The CCMA Program in Partnership with Luminis Health

Healthcare businesses across Anne Arundel County continue to face significant workforce shortages in critical frontline roles, particularly Medical Assistants. Recognizing the urgency of this challenge, Anne Arundel Workforce Development Corporation (AAWDC), through funding from the EARN Healthcare Grant, partnered with Luminis Health to design and implement a strategic workforce solution: the Certified Clinical Medical Assistant (CCMA) Program.

Medical Assistants are essential to the daily operations of healthcare practices, and persistent vacancies in these roles can strain clinical teams and limit access to care. The CCMA program was intentionally structured as an internal upskilling and career advancement pathway, strengthening retention while building a sustainable talent pipeline. Participants receive classroom instruction, hands-on clinical training, exam preparation, and support services—ensuring they graduate prepared for nationally recognized certification and success in fast-paced healthcare environments.

Preliminary outcomes demonstrate the effectiveness of this model. Demand for the program was immediate, with 43 applicants in the first week, and all ten participants successfully completed the program and earned their certification.



“For Luminis Health, this program is a strategic solution to one of our most pressing challenges: the medical assistant recruitment gap. Medical assistants are the backbone of our practices, ensuring smooth patient flow and supporting provider well-being. By investing in our own employees and giving them the tools to advance, we not only fill critical vacancies but also strengthen retention and morale across the organization. This is about building a pipeline of skilled professionals who are deeply committed to our mission and our community.”

When we launched the program, the response was overwhelming—43 applicants in just one week. That tells us how much this opportunity resonates. It’s more than training; it’s about empowering people, improving patient care, and shaping the future of healthcare in Anne Arundel County.”

Roxanne Leiba Lawrence

Vice President of Primary Care and Community Medicine
Luminis Health

ARE YOU INTERESTED IN JOINING THE HEALTHCARE COLLABORATIVE?

Please reach out to us at Healthcare@aawdc.org.

www.annearundelworks.com